

Local Government & Social Care OMBUDSMAN

9 July 2025

By email

Dr Moir
Chief Executive
Cambridgeshire County Council

Dear Dr Moir

Annual Review letter 2024-25

I wrote to you in May with your annual summary of complaint statistics from the Local Government and Social Care Ombudsman for the year ending 31 March 2025. In that letter I explained that where we had concerns about your organisation's complaint handling or to highlight exceptional performance I would write again, and I have set out our experience of your organisation's complaint handling below.

As a reminder, [your annual statistics are available here](#).

In addition, you can find the detail of the decisions we have made about your Council, read the public reports we have issued, and view the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

This letter will be published on our website on 16 July 2025.

Your organisation's performance

During the year we had to take the exceptional step of issuing a witness summons warrant against your Council requiring you to provide information we had previously asked for. It is rare to have to resort to such measures.

Additionally, we have seen examples where information we require has been provided late, and requests for extensions have only been requested at a late stage.

I urge you to take action to improve responses to our enquiries. It is important we are provided with the information we have asked for promptly, and that, where you anticipate delays, you communicate with us as soon as possible and keep us informed throughout. If there is any support my office can provide to help improve the situation, please do let me know.

On a positive note, last year I asked you to take steps to ensure agreed recommendations are implemented on time. I am pleased to note an improvement in your Council's performance in this area this year. Thank you for your efforts to address this.

Supporting complaint and service improvement

In February we published [good practice guides](#) to support councils to adopt our [Complaint Handling Code](#). The guides were developed in consultation with councils that have been piloting the Code and are based on the real-life, front-line experience of people handling complaints day-to-day, including their experience of reporting to senior leaders and elected members. We issued the guides alongside free

[training resources](#) councils can use to make sure front line staff understand what to do when someone raises a complaint. We will be applying the Code in our casework from April 2026 and we know a large number of councils have already adopted it into their local policies with positive results.

This year we relaunched our popular [complaint handling training](#) programme. The training is now more interactive than ever, providing delegates with an opportunity to consider a complaint from receipt to resolution. Early feedback has been extremely positive with delegates reporting an increase in confidence in handling complaints after completing the training. To find out more contact training@lgo.org.uk.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Amerdeep Somal', followed by a horizontal line.

Amerdeep Somal
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England